



Departmental Business Plan and Outlook

Department Name: Planning and Zoning

**Fiscal Years:
04-05
&
05-06**

Plan Date: November 30, 2004

Approved by:

A handwritten signature in blue ink, appearing to read "Diane O'Quinn".

Diane O'Quinn Williams
Department Director

A handwritten signature in blue ink, appearing to read "Pedro G. Hernandez".

Pedro G. Hernandez, P.E.
Deputy County Manager

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o Goal NU2: Empower the community by increasing the coordination with local, state, and federal entities.	
o Goal NU3: Promote responsible stewardship of natural resources and unique community environments	
o Goal NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP).	
o Goal ED1: Allocate County resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.	
o Goal HH5: Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.	
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o Goal E5: Attract, develop and retain an effective, diverse and dedicated team of employees	
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Outcomes:

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- **NU1-1: Increased urban infill development and decreased urban sprawl**
- **NU1-2: Protection of viable agricultural and environmentally-sensitive lands**
- **NU1-3: Improved community design**
- **NU2-1: Strengthened bond between the community and Miami-Dade County government**
- **NU2-2: Improved community access to information and services**
- **NU2-3: Well-trained customer-friendly County government workforce**
- **NU3-1: Continuing supplies of quality drinking water to meet demand**
- **NU3-3: Preservation of wetlands and environmentally valuable uplands**
- **NU4-3: Consistent interpretation and application of enforcement practices**
- **NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding**
- **NU6-2: Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors. Protection of water quality and improved water pressure**
- **NU6-4: Integrated traffic calming in neighborhoods**
- **NU6-5: Safe, comfortable, and convenient pedestrian rights-of-way**
- **ED1-1: Increased number of business and employment opportunities in higher paying, targeting industries**
- **ES1-2: Conveniently accessed and easy-to-use services**
- **ES1-4: Satisfied customers**
- **ES2-1: Easily accessible information regarding County services and programs**
- **ES3-1: Streamlined and responsive procurement process**
- **ES5-1: Expeditionously provide Departments with qualified personnel**
- **ES5-2: Retention of excellent employees**
- **ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)**
- **ES8-1: Sound asset management and financial investment strategies**
- **ES8-3: Compliance with financial laws and generally accepted accounting principles, etc.**
- **HH5-1: Increased availability of affordable and special needs housing**

Charts

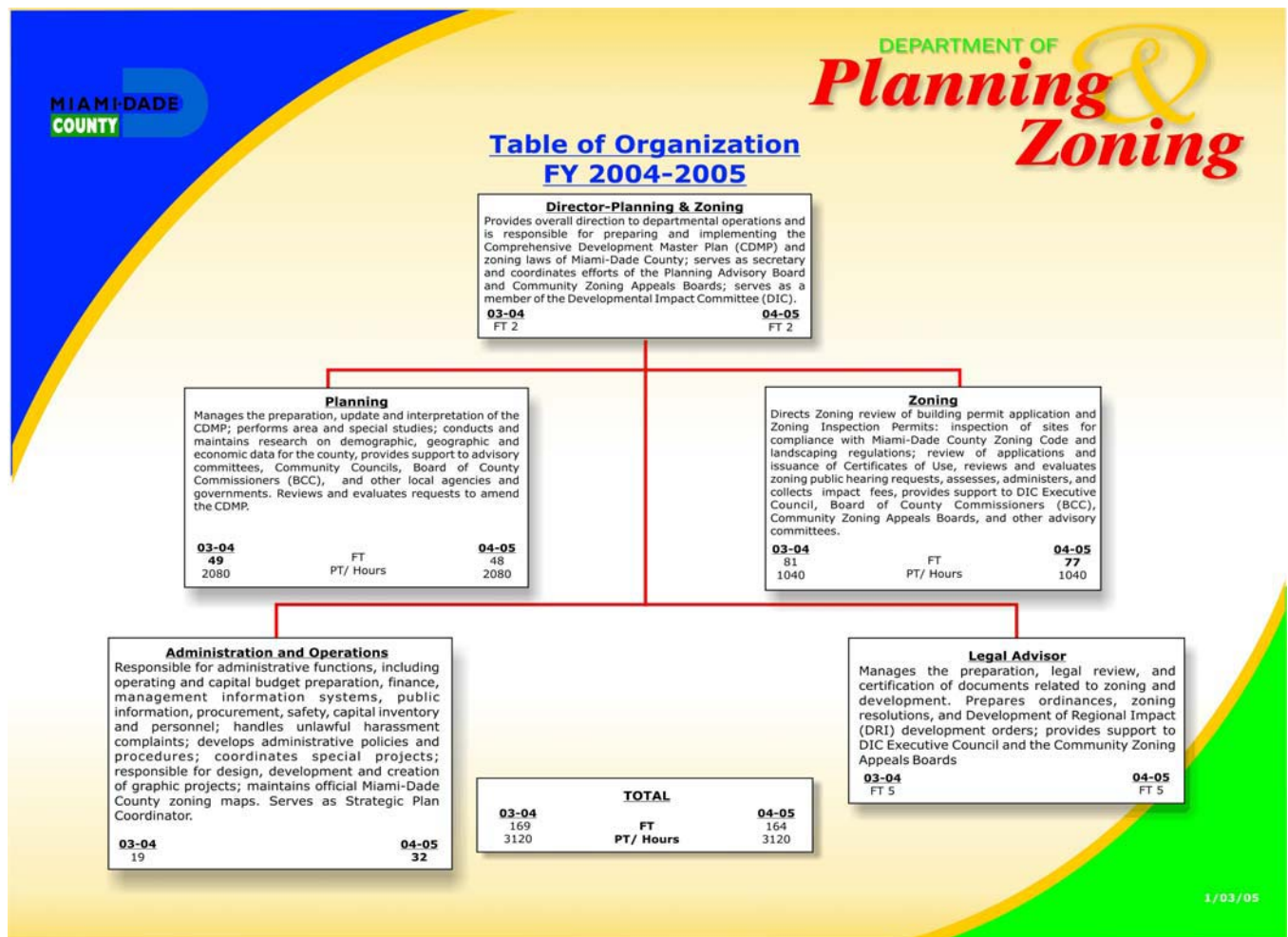
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EXECUTIVE SUMMARY

Insert brief description of department here

The responsibilities of the Department of Planning and Zoning are to prepare and maintain the Comprehensive Development Master Plan (CDMP) and unincorporated area plans, prepare population projections, demographics and growth alternatives for the County, administer the zoning regulations for unincorporated Miami-Dade County and for those municipalities that have entered into service agreements with the County, prepare zoning recommendations, coordinate all concurrency management-related activities, review development plans for compliance with zoning regulations, issue certificates of use, administer impact fee programs, and provide technical support to Community Councils and Board of County Commissioners (BCC) at meetings for consideration of zoning and CDMP amendment applications.

Insert high level table of organization here with titles and relationships of major responsibility areas



Insert summary of major programs, initiatives or milestones to be achieved in the current and next fiscal year

- *Complete and submit EAR –based amendments to the BCC.(FY 04-05)*
- *Conduct three charettes to develop area plans for neighborhoods.(FY 04-05 & 05-06)*
- *Conduct feasibility studies for various technological improvements. (FY 04-05)*
- *Transferred the imaging unit under the Zoning Division to the Administration and Operations Division to finalize the imaging project in the Zoning Division and begin imaging critical records throughout the department. (FY 03-04, 04-05, 05-06)*
- *Complete the re-write of the County's Zoning Code. (FY 05-06)*
- *Moved the Graphics and Drafting section under the Administration and Operations Division, which will provide better control of records to be imaged and continue the technological improvements. (FY 03-04)*
- *Continue production and sale of GIS maps. (FY 05-06)*
- *Review staffing levels, distribution of work, in Zoning Plans Processing Section to ensure consistent and timely review of permit applications in accordance with county resolutions and policies. (FY 05-06)*
- *Complete processing of Zoning Hearing Applications received. (FY 03-04, 04-05, 05-06)*
- *Respond to zoning inspection requests within 48 hours. (FY 03-04, 04-05, 05-06)*
- *Complete assessment and collection of impact fee applications within 24 hours. (FY 03-04, 04-05, 05-06)*
- *Complete the scanning of zoning maps for accessibility by zoning staff and the public. (FY 04-05, 05-06)*
- *Review and approve scope of work with ETSD to develop a zoning resolution layer. (FY 04-05, 05-06)*
- *Scan former and current personnel files to remove hard copies and have documents accessible on the computer. (FY 04-05, 05-06)*
- *Complete bid process with Procurement Management Department and Building Department for tracking system. (FY 04-05, 05-06)*
- *Complete a "Sign Manual" for the purpose of facilitating the interpretation of the sign regulations in Chapter 33 of the Miami-Dade County Code. (FY 04-05, 05-06)*
- *Develop "Specialty Use Zoning Brochure" to facilitate zoning information for users such as, but not limited to, nurseries, group homes, religious facilities, home office, private schools and community residential homes (FY 04-05, 05-06).*
- *Continue the Department's recognition programs, i.e, Pickle and Employee of the Quarter. (FY 04-05, 05-06)*
- *Complete "A Citizen's Guide to Zoning in Miami-Dade County". (FY 04-05, 05-06)*

Insert summary of significant factors critical to the Department's successful implementation of the business plan.

A continued concern that the department has is the ability to hire qualified and experienced planning staff. This has been a constant challenge facing the department for over many years. A high turnover rate due to planning staff being attracted to more lucrative positions in private practice, coupled with staff in significant positions reaching retirement opportunities, makes timely recruitment and flexible salary ranges even more important for planning position vacancies.

The most significant factor affecting successful implementation of the business plan is related to unfunded mandates, special projects and submission for departmental review and action of additional projects for developments that are of regional significance. There are as many as four possible development proposals with regional impacts anticipated to be filed in the near future and they are over and above the normal anticipated workload contemplated in the business plan.

The County has a number of unique challenges such as environmental issues, retention of agricultural land, economic development and rapid growth, all of which require a proactive approach to deal with them effectively and to deliver excellence or a superior level of performance. Currently, with inadequate resources and manpower for the workload outlined in the business plan and other additional duties and responsibilities, either unfunded or unanticipated, the planning division can only be on a reactive mode and provide the minimal level of professional service.

Frequent amendments to the current zoning code will create a challenge to complete the "new" code unless a "moratorium" on amendments is achieved prior to the Board of County Commissioner's consideration of the new code.

INTRODUCTION

Department Purpose/Mission Statement

To promote a high quality of life for current and future residents of Miami-Dade County through the exercise of sound planning and zoning by administering and enforcing the Comprehensive Development Master Plan, the Zoning Code, and other development regulations in an efficient, effective, and professional manner.

Department Description

Insert a brief description of the major duties, services and programs currently provided by the Department; a brief history of significant events affecting the department; current innovative programs and initiatives, and new services or programs anticipated for the next fiscal year; discussion of major contracted operations (if any)

The responsibilities of the Department of Planning and Zoning are to prepare and maintain the CDMP and unincorporated area plans, prepare population projections, demographics and growth alternatives for the County, administer the zoning and landscaping regulations for unincorporated Miami-Dade County and for those municipalities that have entered into service agreements with the County, prepare zoning recommendations, coordinate all concurrency management-related activities, process public hearing applications, review development plans and plats for compliance with zoning regulations, conduct zoning inspections, issue certificates of use, administer impact fee programs, administer the Shoreline Development Review program and provide technical support to Community Councils and the Board of County Commissioners.

The approved overage position in FY 03-04 for a Landscape Reviewer has eliminated the backlog that was generated because the Department had only one (1) individual performing such a task and the workload justified at least one additional position to keep the flow of permits running smoothly. The Department initiated the Pre-Purchase Inspection program in FY 03-04. This program is conducted pursuant to requests from the public to assure that residential properties comply with zoning code requirements prior to purchase. This program is welcomed by citizen groups and realtors. The Department continues to monitor the success of the program and has considered offering this service to municipalities that utilize Miami-Dade County's zoning code. If the program is successful to the extent that it is expanded to municipalities or to non-residential properties, the Department will require additional personnel to perform the service. As this program is under the Zoning Division, the cost of the service is offset by revenue from this program or other zoning services.

New Programs and Services

For FY 2004-2005, the department was approved to hire a Legislative Coordinator that will ensure compliance with mandates relating to School Board interlocal agreements, municipal charettes, annexation and incorporation requests, lobbying regulations and increased customer service.

Additionally, this position will deal in a proactive manner to regional land use, inter-governmental coordination on significant federal and state legislative proposals that impact growth management issues pertaining to exemptions from permitting requirements and preservation of agriculture, etc.

Organization and Staffing Issues

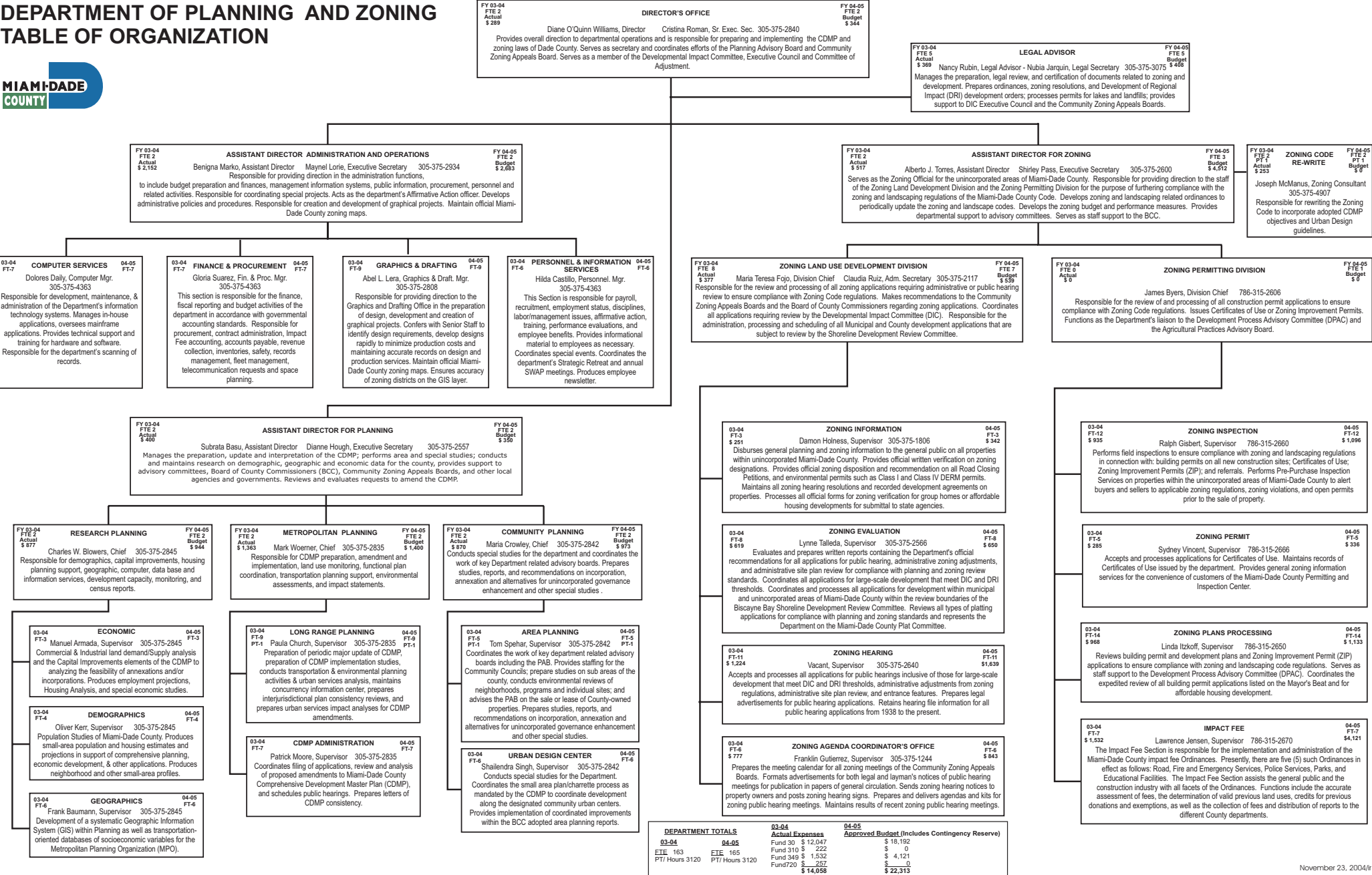
Insert functional table of organization here showing reporting relationships; brief, bulleted descriptions of the major programs/functions performed by each area; as well as staffing and expenditures for the prior and current year for each year.

Next Page

Insert discussion of major programs and changes in staffing levels and organization from the prior year focused on the performance impacts of these changes.

With the establishment of the new Legislative Coordinator approved for FY 04-05 under the Legal Counsel, the Department plans to ensure compliance with mandates relating to School Board interlocal agreements, municipal charettes, annexation and incorporation requests, lobbying regulations and increased customer service. Additionally, this position will coordinate inter-governmentally and countywide, on significant federal and state legislative proposals that impact growth management land use issues pertaining to exemptions from permitting requirements and preservation of agriculture, etc.

DEPARTMENT OF PLANNING AND ZONING
TABLE OF ORGANIZATION



Fiscal Environment

Revenues and Expenditures by Fund
(All Dollars in Thousands)

		Total Annual Budget	
	Prior FY 2004 Actual	Current FY 2005 Budget	Projection as of 11/8/2004
Revenues			
Planning	5,065	4,504	4,504
Zoning	15,811	13,688	13,688
Impact Fee	5,375	4,121	4,121
Total	26,251	22,313	22,313
Expenses			
Administration	2,810	3,435	3,435
Planning	3,253	3,668	3,668
Zoning	5,984	11,089	11,089
Impact Fee	1,532	4,121	4,121
Total	13,579	22,313	22,313

Equity in pooled cash (for proprietary funds only)

Fund/Subfund	Prior FY 2004 Beginning Year Actual	Prior FY 2004 Year-end Actual	Current FY 2005 Year-end Budget
Fund 30	8,245	8,829	3,814
Fund 349	3,380	3,842	866
Total	11,625	12,671	4,680

Insert discussion of major funding sources, major variances in revenues and expenditures from prior years, and significant in-kind services here focused on performance impacts

The Department of Planning and Zoning is funded by general fund revenues and proprietary funds derived from user fees and grants. The department, since it was created, has always ended the fiscal year with a contingency surplus.

Business Environment

Insert summary of department business environment here, including competition analysis if applicable

Various activity levels associated with the Department's primary responsibilities (building permit, collection of impact fees, zoning improvement permit, certificate of use, zoning hearing applications, CDMP applications, area planning) support the conclusion that conditions have not yet demonstrated a reduction in workload for the Department. Revenues remain constant. As the general economy, (particularly as it relates to low interest rates and anticipated residential demand), remains optimistic for the general public, the activity of the department continues in a positive light.

Future incorporations and annexation may impact the department's activity levels, however as of this date there is little effect. As part of the Department's Strategic Planning (first conducted in 1999 and continued annually thereafter), staff committed to market their planning and zoning services in order to contract with newly formed municipalities for such work. The Department is currently continuing the processing of zoning-hearing applications for the city of Palmetto Bay. The Planning Division has provided planning services to Village of Palmetto Bay to prepare an Area Plan for their downtown. The Department is looking forward to continuing these services for these cities and other cities that may be formed in the future.

The County is at a crossroad. The future prosperity and the sustainability of the County will greatly depend on how we deal with the challenges of balancing several diverse objectives that the County faces. Responding to growth pressures, housing needs, protecting water quality, preventing environmental degradation, providing for adequate infrastructure, reducing school overcrowding are some of the issues the Department is currently addressing.

Several on-going projects will impact County policies in the future. Any adopted recommendations of the Agricultural and Rural Land Study and the South Miami-Dade Watershed Study will greatly impact current policies related to growth and physical development. Recommendations may range from retaining certain areas of Miami-Dade County for agricultural use while "opening up" other areas of the County for urban development.

Federal and State policies and regulations, as well as court decisions related to land use continue to change the Department's current policies and regulations. The continued activity of the State Legislature to consider the preemption of local land use regulations of certain types of development typically removes the public participation component of these land use activities and impacts the Department's ability to review these types of land uses on a case-by-case basis.

Customer Feedback Plan

Insert a summary of your Department's Customer Feedback Plan for the current fiscal year and future fiscal year. Include customer groups you intend to get feedback from, the purpose of each effort, intended implementation of results, and tentative project completion dates.

The Department continues to enjoy a positive working relationship with members of the development industry and community leaders. The Process Improvement Study conducted two years ago has resulted in the streamlining of several processes to provide a more "applicant friendly" environment. The Department continues to look at all processes for such improvement. The Department's leadership role in preparing and implementing Area Plans for specific communities has created a true partnership and a positive image among citizens.

The Zoning Division continues to work with other County departments and agencies and representatives of the development industry to streamline the zoning hearing process. DP&Z staff and other members of the working group agree there is additional room for improvement to the process. Certain departments involved in the process are looking at current staffing levels to gauge their abilities to improve upon their review response times. DP&Z staff and the members of the working group meet on a monthly basis to work out the issues. Progress is being made.

The DP&Z continues to maintain a good relationship and open communication with the industry in developing a process for the benefit of its applicants, the general public, county staff and the zoning boards.

Goals of the streamlining:

- Better management of the applicant's revisions to a file
- "Close" the file at a specific period to allow the public to have access to a completed file (with ongoing revisions to a file, the general public could not previously rely that a file viewed one day wouldn't be revised the next day)
- Allow adequate time for evaluators to finalize a recommendation to the zoning board
- Allow adequate time for the County Attorney's Office to review the staff report and the file for legal sufficiency
- Reduce the number of deferral requests at zoning board meetings (accomplished through applicant formal acknowledgement of advertisement and department recommendations)

Critical Success Factors

Insert discussion of critical success factors here

The ability to hire qualified and experienced planning staff is critical to the success of the department. The interest in these positions from qualified, experienced planning professionals has been low. This is a problem also experienced by other County departments that require planning expertise.

The ability to partner with all municipalities on the planning for the entirety of Miami-Dade County to assure that population growth is equitably distributed so that such growth is not predominantly within UMSA.

Education of the public and members of the Community Councils on the demands for housing, schools and public infrastructure associated with population growth and the use of urban design principles as a tool in accommodating such growth in a smart manner.

The completion of the South Dade Watershed Plan and the adoption of viable recommendations resulting from that Plan will need to be adopted by the Board of County Commissioners to fulfill the Strategic Plan's objectives relative to the annual preservation of agricultural lands and environmentally sensitive land and to provide direction to the Department on land use matters.

The adoption by the Commission of a zoning ordinance relating to the implementation of a workforce housing program through inclusionary zoning.

The adoption by the Commission of the new Zoning Code; said code incorporates sound planning principles and contemporary zoning regulations relative to smart growth.

The recently approved General Obligation Bond Program will provide limited funding for purchase of development rights to retain agricultural land and to purchase environmentally sensitive land. The transfer of development rights ordinance, currently under consideration, will also be a significant tool to meeting this objective to fulfill the Strategic Plan's objectives (preserving agricultural and environmentally sensitive lands).

Adequate resources and manpower to take a proactive posture in planning is critical in providing quality service.

Future Outlook

Insert brief discussion here of future year task/activities/programs required to achieve Strategic Plan objectives

Continued enhancement and upgrading of computer programs and systems, (including GIS mapping) will be needed to maintain and improve the efficiency and effectiveness of the department's communications with the general public and the building industry.

Additional demand from population growth will need to be monitored carefully to enable appropriate management responses and recommendations for Board of County Commissioners consideration to accommodate physical development, infrastructure demands and other changes relative to the increasing population.

The activity levels of the Department may decrease as municipalities seek to establish their own building, planning and zoning offices. The Department as a whole is committed to providing these services to municipalities, however political realities are that these cities will eventually release the department from this role.

However, any decrease in workload by municipal assumption of service, may be offset by a recently observed shift in development patterns from large tracts of unimproved land to development or redevelopment of a greater number of smaller parcels of land.

The Department foresees that as developable land becomes less readily available, more creative mechanisms to handle growth will be required. At the Department's recommendation the Board of County Commissioners has enacted numerous policies and ordinances that provide for flexibility in design, intensity along transit corridors, and the "mixing" of uses to accommodate the projected growth. It is expected however that the Department will be even more engaged in the next few years in the creation and preparation of legislation, policies and processes which provide for smart growth opportunities for these "last frontiers" of development.

Development of Transfer Development Rights legislation is underway and an important step toward achieving the goal of retention of agricultural land. Additionally, recently approved General Obligation Bond has an allocation of \$30 million for Purchase of Development Rights to facilitate retention of agricultural land.

THE PLAN

Overview

Our FY 2004 – 05 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals address the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance intentions while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.

- *Department Activities, Tasks or Programs* are actions or groups of actions will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- Provide efficient, consistent, and appropriate growth management, urban planning, and transportation.
- Empower the community by increasing and coordination with local, state, and federal entities.
- Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2005.

Department-related Strategic Plan Goals:

- *Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation*
- *Goal NU2: Empower the community by increasing the coordination with local, state, and federal entities.*
- *Goal NU3: Promote responsible stewardship of natural resources and unique community environments*
- *Goal NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP).*
- *Goal ED1: Allocate County resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas.*
- *Goal HH5: Provide adequate, quality, and affordable housing, equitably throughout Miami-Dade County.*
- *Goal ES2: Enhance access to reliable information regarding services and County government issues.*
- *Goal ES3: Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion*
- *Goal E5: Attract, develop and retain an effective, diverse and dedicated team of employees*
- *Goal ES8: Ensure the financial viability of the County through sound financial management practices*

Department-related Strategic Plan Priority Outcomes:

- *NU1-1: Increased urban infill development and decreased urban sprawl*
- *NU1-2: Protection of viable agricultural and environmentally-sensitive lands*
- *NU1-3: Improved community design*
- *NU2-1: Strengthened bond between the community and Miami-Dade County government*
- *NU2-2: Improved community access to information and services*
- *NU2-3: Well-trained customer-friendly County government workforce*
- *NU3-1: Continuing supplies of quality drinking water to meet demand*
- *NU3-3: Preservation of wetlands and environmentally valuable uplands*
- *NU4-3: Consistent interpretation and application of enforcement practices*
- *NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding*
- *NU6-2: Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors. Protection of water quality and improved water pressure*
- *NU6-4: Integrated traffic calming in neighborhoods*
- *NU6-5: Safe, comfortable, and convenient pedestrian rights-of-way*
- *ED1-1: Increased number of business and employment opportunities in higher paying, targeting industries*
- *ES1-2: Conveniently accessed and easy-to-use services*
- *ES1-4: Satisfied customers*
- *ES2-1: Easily accessible information regarding County services and programs*
- *ES3-1: Streamlined and responsive procurement process*
- *ES5-1: Expeditionously provide Departments with qualified personnel*
- *ES5-2: Retention of excellent employees*
- *ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)*
- *ES8-1: Sound asset management and financial investment strategies*
- *ES8-3: Compliance with financial laws and generally accepted accounting principles, etc.*
- *HH5-1: Increased availability of affordable and special needs housing*

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Fiscal Years: 2004/2005 – 2005/2006

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities						
Outcome(s): <ul style="list-style-type: none"> NU2-1: Strengthened bond between the community and Miami-Dade County government (priority outcome) 	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	Residents satisfied with available mechanisms for community involvement	NA	80%	NA	NA	Office of Business and Strategic Management
Program/Initiatives and Association Highlights:						
Planning Advisory Board/ Community Council Support <ul style="list-style-type: none"> Planning Advisory Board (PAB) support as per County Charter PAB memoranda on Planning and Zoning issues PAB resolutions preparation and transmittal to BCC Analysis and recommendation for PAB consideration of sale of surplus County lands Incorporation reports on planning issues Annexation reports on planning issues 	Departmental Performance Indicators					
	PAB Memoranda	4	5	4	4	Assistant Director for Planning, Chief of Community Planning
	Number of PAB Resolutions adopted	8	21	8	8	
	Percentage of PAB Resolutions Completed within 45 days	100%	100%	100%	100%	
	Number of Surplus Land Requests	8	12	8	8	
	Incorporation & Annexation Reports Requested	4	11	4	4	
	Percentage of Incorporation/Annexation Requests Completed in 20 days	100%	100%	100%	100%	
	Community Council Profile	NA	2	2	2	
Related Strategies:						
<ul style="list-style-type: none"> Establish listening posts and focus groups to obtain community input and feedback on relevant community issues and provide timely response to issues raised Expand the local community presence of the Board of County Commissioners and other local officials through outreach and technology 						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
	Number of CDMP inquires (250), interpretation letters (40), consistency reviews of state, federal, and local plans and programs (30), and timely updates to the CDMP (24)	300	300	FY 05	FY 06	Asst. Director for Planning, Chief of Metropolitan Planning
344	400					
Program/Initiatives and Association Highlights:	Departmental Performance Indicators					
CDMP Maintenance Activities <ul style="list-style-type: none">Prepare written responses to requests for interpretations of the CDMPDevelop and maintain inventory and databases of all existing and planned urban infrastructure and services including capacities and levels of serviceCoordinate technical assistance with other County departmentsReview other state, federal and local plans and programs for consistency with the CDMPCoordinate all transportation planning, environmental planning and school planning activities with the CDMP	Prepare written responses within 21 days of receipt	50%	70%	100%	100%	Asst. Director for Planning, Chief of Metropolitan Planning
	Prepare updates to the CDMP Adopted Components document 10 working days following adoption of small-scale CDMP amendments and 45 working days following adoption of “standard” text or Land Use Plan Map amendments, subsequent to application amendment cycles	60%	80%	100%	100%	
Related Strategies: <ul style="list-style-type: none">Coordinate comprehensive planning among and between public agencies to enhance consistency of land use and infrastructure plansProvide timely response to CDMP customer inquiresContinually maintain data and assessments of public infrastructure and services						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP)						
Outcome(s): <ul style="list-style-type: none">NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	Number of capital projects completed yearly	NA	NA	NA	NA	Various County Departments
Program/Initiatives and Association Highlights:						
CDMP Capital Improvements Element <ul style="list-style-type: none">Update	Departmental Performance Indicators					
	Receive project update information from OSBM and make necessary changes to the Capital Improvements Element	1	1	1	1	Asst. Director for Planning, Chief of Research
	Submit to BCC annually	1	1	1	1	
Related Strategies: <ul style="list-style-type: none">Continuously maintain and update the Capital Improvements Element of the CDMP						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none"> NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome) 	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
	Adopted CDMP Elements, which are technically sound and in compliance with state statutes and local code provisions	NA	NA	FY 05	FY 06	NA
Program/Initiatives and Association Highlights: Demographic data and analysis/reports <ul style="list-style-type: none"> Population projection updates Annual population estimate Continued additions to the website Special demographics reports 	Departmental Performance Indicators					
	Population estimates and projections, Residential land supply/demand analysis , Demographic and social reports	10	13	10	10	Asst. Director for Planning, Chief of Research
	Employment projections, Commercial/industrial land supply/demand, Economic reports	8	3	6	6	
	Beginning 2003/04 land use and capacity will be continuously updated (projected square mile sections)	250	550	500	550	
	Mapping support (wide variety) maps produced	2067	2456	2500	1500	
Related Strategies: <ul style="list-style-type: none"> Select, compile, organize, and analyze appropriate data and information to assist in the development, maintenance and implementation of CDMP Elements 						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU3: Promote responsible stewardship of natural resources and unique community environments						
Outcome(s): <ul style="list-style-type: none">● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU3-3: Preservation of wetlands and environmentally valuable uplands	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	No net loss of agricultural or environmentally sensitive lands	NA	NA	NA	NA	Assistant Director for Planning, Chief of Metropolitan Planning
Program/Initiatives and Association Highlights: Agriculture and Rural Area Study <ul style="list-style-type: none">● Develop Land Use strategies to maintain Agriculture as economically viable industry in Miami-Dade County.	Departmental Performance Indicators					
	County Commission acceptance of the study	Ongoing	90%	10%	NA	Assistant Director for Planning, Chief of Metropolitan Planning
	If accepted, implement recommendations. File CDMP amendment applications, as necessary, to incorporate policy recommendations of the study.	NA	NA	NA	NA	
	Prepare necessary ordinances and resolutions to implement recommendations of the study	NA	NA	50%	50%	
Related Strategies: <ul style="list-style-type: none">● Work with agricultural industry and community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land● Acquire and maintain environmentally endangered lands from willing sellers● Provide incentives for landowners to preserve and maintain enviromentally valuable land● Regulate land use to minimize loss of wetlands and other environmentally important lands						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)NU3-3: Preservation of wetlands and environmentally valuable uplandsNU3-1: Continuing supplies of quality drinking water to meet demand	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	New infill development and infill redevelopment projects per year	NA	NA	NA	5	Assistant Director for Planning, Chief of Metropolitan Planning
Program/Initiatives and Association Highlights: South Dade Watershed Plan Study <ul style="list-style-type: none">To address essential quality of life characteristics, such as economic development, community character and infrastructure needsTo develop a set of recommendations to guide Land Use planning in South Miami Dade County for the next fifty years	Departmental Performance Indicators					
	Contract negotiations and initiation of study	100%	0	0	0	Assistant Director for Planning, Chief of Metropolitan Planning
	The Study Period	0	40%	50%	10%	
	BCC for adoption	0	0	0	100%	
	File CDMP amendment applications, as necessary, to incorporate policy recommendations of the Study	0	0	0	100%	
	Prepare ordinance, as necessary, to implement recommendations of the Study	0	0	25%	75%	
	Related Strategies: <ul style="list-style-type: none">Work with the agricultural industry and community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive landProvide public education regarding water conservation and pollution controlAcquire and maintain environmentally endangered lands from willing sellersProvide incentives for landowners to preserve and maintain environmentally valuable landRegulate land use to minimize loss of wetlands and other environmentally important lands					

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	Number of concurrency inquiries (800), letters and conduct timely updates to A.O. 4-85 and Chapter 33G of the Code of Miami-Dade County (45)	860	860	845	855	Asst. Director for Planning, Chief of Metropolitan Planning
Program/Initiatives and Association Highlights:	Departmental Performance Indicators					
Maintenance of Concurrency Management Program and Information Center						
<ul style="list-style-type: none">Providing concurrency capacity information on concurrency services	Prepare written response within 15 days of receipt of requests for concurrency reviews	100%	100%	100%	100%	Asst. Director for Planning, Chief of Metropolitan Planning
	Number of concurrency reviews of conditions and availability of capacity	60	43	60	60	
<ul style="list-style-type: none">Projecting future development impacts on concurrency services						
Related Strategies: <ul style="list-style-type: none">Provide timely response to customer inquiriesContinually maintain data and assessments of public infrastructure level-of-services for roadways, transit water, sewer, solid waste, parks and drainageCoordinate comprehensive planning among and between public agencies to enhance consistency of land use and infrastructure plans						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	Implement the CDMP amendment process in compliance with state law and County Code	16	24	24	15	Asst. Director for Planning, Chief of Metropolitan Planning
Program/Initiatives and Association Highlights:	Departmental Performance Indicators					
CDMP Amendment Process <ul style="list-style-type: none">Review, evaluate and make recommendations on proposed CDMP amendment cycle applications for consistency with the plan. (April 2004 Cycle in FY 2004 and April 2005 and October 2005 cycles in FY 2005)Prepare reports analyzing land use and public service impactsConduct transmittal and adoption public hearing meetings with Community Councils, Planning Advisory Board, and Board of County CommissionersDelivery of agenda kits to board membersAdvertisement of all amendment requests	Number of amendment applications anticipated	16	24	24	15	Asst. Director for Planning, Chief of Metropolitan Planning
	Percentage completed within mandated timeframe	100%	100%	100%	100%	
	Prepare agenda kits and distribute 7 days prior to meeting (PAB) and percentage distributed by above deadline	100%	100%	100%	100%	
	Prepare all public notice advertisements and property notices within mandated timeframe and percentage advertised correctly	100%	95%	100%	100%	
Related Strategies: <ul style="list-style-type: none">Analyze and assess the urban services and environmental impacts of proposed CDMP amendment applicationsSupport CDMP amendments that further, and are internally consistent with, the various CDMP Elements' goals, objectives and policiesContinued implementation of a comprehensive planning program to govern development-related activities consistent with the pattern of land use and urban growth promoted in the objectives and policies of the CDMP						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	Two suitable locations per year identified for mixed-use development	NA	NA	NA	NA	NA
	New infill development and infill redevelopment projects per year	NA	NA	NA	NA	NA
Program/Initiatives and Association Highlights: Redevelopment & Infill Development Potential <ul style="list-style-type: none">More information regarding the potential for redevelopmentCompiling redevelopment and infill trends	Departmental Performance Indicators					
	Form redevelopment/infill advisory group through the County Manager's office as required by EAR. Total number of meetings.	NA	0	0	4	Assistant Director for Planning, Chief of Research
	Continue to refine and test the redevelopment site predictive model until desired accuracy is achieved	NA	10%	40%	40%	
	Continue to apply model. Number of Redevelopment sites indentified.	NA	NA	2	6	
	Collect and analyze appropriate data and develop one redevelopment objective for residential and one for commercial uses (Develop 2 policies for each objective)	NA	0	4	NA	
	Devise implementation steps for carrying out Residential Density Feasibility Study (RDFS) and Infill Strategy Task Force (ISTF) recommendations. Prepare necessary ordinances, resolutions, or administrative directives	NA	0	50%	50%	
Related Strategies: <ul style="list-style-type: none">Educate the community of the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areasPromote redevelopment/infill inside the urban development boundary, including promotion and cooperation with municipalities						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">• NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)• NU1-3: Improved community design (priority outcome)• NU6-4: Integrated traffic calming in neighborhoods• NU6-5: Safe, comfortable and convenient pedestrian rights-of-way	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with urban planning and design in their neighborhoods	80	80	85	90	Assistant Director for Planning
Program/Initiatives and Association Highlights: Area Plans <ul style="list-style-type: none">• Conduct background/existing conditions research/analysis• Develop public involvement process• Develop consensus to prepare vision plans	Departmental Performance Indicators					
	Conduct Area Plans per year	2	2	3	3	Assistant Director for Planning, Community Planning Chief
	Develop the appropriate land development regulations to implement the findings of the area planning process	2	2	3	3	
	Prepare an amendment to the CDMP to provide for a mixed use Land Use category	NA	NA	100%	NA	
Related Strategies: <ul style="list-style-type: none">• Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas• Promote infill inside the urban development boundary, including promotion and cooperation with municipalities• Develop and implement new and innovative incentive plans to reduce automobile usage• Maximize communication between agencies involved in the process• Review and enhance county standards to provide for traffic calming in new developments• Develop pedestrian-friendly standards for sidewalks and other pedestrian rights-of-way						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal HH5: Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County						
Outcome(s): <ul style="list-style-type: none">● HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	10% increase in the number of affordable and special needs housing over the next 5 years	NA	NA	NA	NA	Housing Agency
Program/Initiatives and Association Highlights:						
Inclusionary Housing Policy <ul style="list-style-type: none">● Prepare, adopt and implement new ordinances● Promote use in the building industry	Departmental Performance Indicators					
	Update all background material and prepare new housing needs assessment to year 2025	NA	0	100%	NA	Assistant Director for Planning, Chief of Research
	Prepare new Goals, Objectives and Policies component	10%	90%	0%	NA	
	Prepare, adopt, and coordinate with other agencies to implement the housing recommendations from the Evaluation and Appraisal Report	NA	5	5	3	
Related Strategies: <ul style="list-style-type: none">● Coordinate with State and Federal agencies to develop assistance/programs to access jobs related to Everglades restoration.● Develop and implement a countywide policy for the equitable geographic distribution of affordable housing● Ensure the habitability of existing housing for very-low, low and moderate income residents● Conduct periodic reviews to identify additional appropriate targeted industries.						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal ED1: Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas						
Outcome(s): <ul style="list-style-type: none"> ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome) 	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	New businesses and jobs related to incentives/coordinated effort to promote growth in targeted industries Increase in number of jobs related to Everglades and other environmental restoration projects	NA NA	NA NA	NA NA	NA NA	Various County Departments
Program/Initiatives and Association Highlights: REMI Utilization <ul style="list-style-type: none"> Utilize Regional Economic Model Inc. (REMI) model to identify new potential target industries 	Departmental Performance Indicators					
	Number of specific target industries and employment opportunities (*REMI was not acquired until September 04)	NA	0	5*	3	Assistant Director for Planning, Chief of Research
Related Strategies: <ul style="list-style-type: none"> Provide relief from impact and permit fees and postpone fee payment until loan closing for those projects that meet job creation, business development, and industry selection criteria as specified by the County Provide and enhance performance-based incentives to local targeted industries Coordinate with the Beacon Council and other agencies to promote growth in targeted industries (including coordination with Greater Miami Convention and Visitors Bureau on updating the tourism master plan) 						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal ED1: Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas						
Outcome(s): <ul style="list-style-type: none">ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	New businesses and jobs related to incentives/coordinated effort to promote growth in targeted industries	NA	NA	NA	NA	Various County Departments
Program/Initiatives and Association Highlights: Process Economic Element of CDMP	Departmental Performance Indicators					
	Filing of Economic Element	100%	NA	NA	NA	Assistant Director for Planning, Chief of Research
	Adopt Economic Element by BCC	NA	100%	NA	NA	
	Begin Implementation	NA	10%	NA	NA	
	Continue Implementation	NA	NA	25%	50%	
Related Strategies: <ul style="list-style-type: none">Provide relief from impact and permit fees and postpone fee payment until loan closing for those projects that meet job creation, business development, and industry selection criteria as specified by the CountyPromote infill inside the urban development boundary, including promotion and cooperation with municipalitiesEducate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Outcome(s):

- NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)
- NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3: Improved community design (priority outcome)
- NU2-2: Improved community access to information and services (priority outcome)
- NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)

Key Performance Indicators

Description	Actual FY 03	Actual FY 04	Targets		Ownership
			FY 05	FY 06	
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	na
80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	

Program/Initiatives and Association Highlights:

Zoning and Landscape Inspections

- Review applications for inspections and prepare daily inspection route; Provide timely zoning and landscape field inspections for building permits, Certificates of Use, and Zoning Improvement Permits (ZIPs); Posting of accurate review comments and disposition on computer tracking system in clear and concise language; Respond in a timely manner and provide inspections involving citizen complaints and requests for inter-departmental assistance
- Meet with applicants or applicant representatives, homeowner's groups, design professionals, attorneys, or consultants to resolve zoning related problems and to promote compliance with zoning and landscape regulations; Provide Pre-Purchase Zoning Inspection Services; Attendance at homeowner's group meetings and Team Metro Academy to educate the public on zoning and landscape regulations

Departmental Performance Indicators

# of Zoning and Landscape Inspections anticipated	13,090	13,745	14,432	21,210	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Inspection Section
% inspected within 24 hours	100%	100%	100%	100%	
# of Inquiries from Citizens/Referrals anticipated	4,476	4,700	4,935	42,000	
% inspected within 24 hours	100%	100%	100%	100%	
# of Pre-Purchase Zoning Inspection requests anticipated	8	24	30	25	
Pre-purchase inspection reports within 10 business days	100%	100%	100%	100%	

Related Strategies:

- Supports outcome but strategy not specified

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
		80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90		
Program/Initiatives and Association Highlights: Zoning Review of Building Permits <ul style="list-style-type: none">● Provide timely technical review of building permit plans for compliance with Zoning and Landscape Codes; and Research of official zoning records and recorded covenants, accurately and efficiently, to determine compliance of permit plans with public hearing approved plans and zoning regulations● Posting of accurate review comments and dispositions on computer tracking systems in clear and concise language; and Meet with applicants or applicant representatives, design professionals, attorney's, or consultants to resolve zoning-related problems with building submittals and development plans	Departmental Performance Indicators					
	Residential	2 days	2 days	2 days	2 days	Asst. Director for Zoning, Zoning Permitting Division Chief Supervisor, Zoning Plans Processing Section
	Commercial	3 days	3 days	3 days	3 days	
	% Completed Within Timeframe	95%	95%	95%	95%	
Related Strategies: <ul style="list-style-type: none">● Supports outcome but strategy not specified						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA	
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90		
Program/Initiatives and Association Highlights: Landscape Review of Building Permit Plans <ul style="list-style-type: none">● Provide timely technical review of building permit plans for compliance with Zoning and Landscape Codes; and Research of official zoning records and recorded covenants, accurately and efficiently, to determine compliance of permit plans with public hearing approved plans and zoning regulations● Posting of accurate review comments and dispositions on computer tracking systems in clear and concise language; and Meet with applicants or applicant representatives, design professionals, attorney’s, or consultants to resolve zoning-related problems with building submittals and development plans	Departmental Performance Indicators					
	Commercial	3 days	3 days	3 days	3 days	Asst. Director for Zoning Zoning Permitting Division Chief Supervisor, Zoning Plans Processing Section
	Residential	2 days	2 days	2 days	2 days	
	% Completed Within Timeframe	95%	95%	95%	95%	
Related Strategies: <ul style="list-style-type: none">● Supports outcome but strategy not specified						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	New infill development and infill redevelopment projects per year	NA	NA	NA	NA	NA
No net loss of agricultural or environmentally sensitive lands	NA	NA	NA	NA		
Program/Initiatives and Association Highlights: Amends SUR Ordinance <ul style="list-style-type: none">● Amendment proposal	Departmental Performance Indicators					
	If adopted by BCC, implement	0	0	0	100%	Assistant Director for Zoning, Assistant Director for Planning
	Propose amendment to SUR ordinance to expand the rights, encourage infill development, etc.	0	0	50%	NA	
Related Strategies: <ul style="list-style-type: none">● Support outcome but strategy not specified● Promote infill inside the Urban Development Boundary, including promotion and co-operation with municipalities						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
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Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none"> NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome) NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome) NU1-3: Improved community design (priority outcome) NU2-2: Improved community access to information and services (priority outcome) NU2-3: Well-trained, customer-friendly County government workforce (priority outcome) 	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
				80	80	
Program/Initiatives and Association Highlights: Zoning Hearing Evaluation Reports <ul style="list-style-type: none"> Provide timely preparation and delivery of zoning hearing evaluation reports including development of department recommendation; Provide timely field inspection of properties; and Provide timely issuance of reports to Zoning Agenda Coordinator Section and applicants. 	80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
	90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	
	Departmental Performance Indicators					
	Zoning Hearing Evaluation Reports* (*Code mandated processes and deadline)	30 days	30 days	30 days	30 days	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Evaluation Section, Other Departments / Agencies
Related Strategies: <ul style="list-style-type: none"> Supports outcome but strategy not specified 						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
				80% of residents satisfied with urban planning and design in their neighborhoods	80	
	90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	
Program/Initiatives and Association Highlights:	Departmental Performance Indicators					
Certificates of Use <ul style="list-style-type: none">● Review applications for Certificates of Use (CU) to determine compliance with Zoning Code regulations and issuance of CU's; Research of official zoning records and recorded covenants, accurately and efficiently, to determine compliance with zoning regulations; Timely issuance of Certificates of Use; and Provide general zoning information and customer service	# of Certificates of Use applications anticipated	11,081	15,500	16,500	16,500	Asst. Director for Zoning, Zoning Permitting Division Chief, Supervisor, Zoning Permit Section
	% processed and completed within 48 hours	100%	100%	100%	100%	
	Related Strategies: <ul style="list-style-type: none">● Supports outcome but strategy not specified					

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities						
Outcome(s): <ul style="list-style-type: none"> NU2-3: Well-trained, customer-friendly County government workforce (priority outcome) 	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
	A quality rating of at least 4 out of 5 for employee customer service	NA	NA	FY 05	FY 06	NA
Program/Initiatives and Association Highlights: Legislative Coordination <ul style="list-style-type: none"> Unfunded Mandates: Monitor, coordinate Planning and Zoning issues emanating from annexations and incorporations, school dialogues, charter school process, etc. State legislature - Lake belt, telecom, Master Plan and adult uses. 	Departmental Performance Indicators					
	Hire Intergovernmental/Special Projects Coordinator	0	1	1	N/A	Assistant Director for Zoning, Assistant Director for Planning, Legal Counsel
Related Strategies: <ul style="list-style-type: none"> Enhance customer service training by expanding interagency training within county government and with federal and state agencies. 						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Outcome(s):

- NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)
- NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3: Improved community design (priority outcome)
- NU2-2: Improved community access to information and services (priority outcome)
- NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)

Key Performance Indicators

Description	Actual FY 03	Actual FY 04	Targets		Ownership
			FY 05	FY 06	
80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	

Program/Initiatives and Association Highlights:

Substantial Compliance and Administrative Site Plan Review

- Evaluation of public hearing applications including hearing advertisement (list of zoning requests), development plans, and proffered covenant; Determination of applicable zoning hearing standards; Field inspection of properties; Zoning recommendation review meeting with key staff members and Director
- Timely preparation of zoning hearing evaluation reports containing Director's final recommendation; Timely transmittal of evaluation reports to Zoning Agenda Coordinator Section for printing, and to applicants or applicant representatives; and Attendance at all zoning public hearings, and meetings of the DIC and Shoreline Development Review Committee

Departmental Performance Indicators

# of Administrative Site Plan Review applications evaluation reports anticipated	31	53	53	53	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Evaluation Section
% of Administrative Site Plan Review evaluation reports completed within 30 days (30-day period begins after receipt of all comments from other reporting departments or agencies)	100%	100%	100%	100%	
# of Substantial Compliance application evaluation reports anticipated	38	38	38	38	
% of Substantial Compliance evaluation reports completed within 30 days (30-day period begins after receipt of all comments from other reporting departments or agencies)	100%	100%	100%	100%	

Related Strategies:

- Supports outcome but strategy not specified

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Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)NU1-3: Improved community design (priority outcome)NU2-2: Improved community access to information and services (priority outcome)NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90		
Program/Initiatives and Association Highlights:	Departmental Performance Indicators					
Zoning Verification Letters <ul style="list-style-type: none">Provides general planning and zoning information to both internal and external customers; Processes written zoning verification requests or inquiries (via over-the-counter or web-based) timely, efficiently and accurately; Research of official zoning records and recorded covenants, efficiently and accurately, to determine correct responses to zoning verification requests or inquiries; and Prepares written responses to zoning verification requests or inquiriesProcesses applications to determine compliance with CDMP and zoning regulations and prepares written reports containing Director's recommendation for Road Closing Petitions, Affordable Housing sites, and DERM permits such as Class I and Class IV types	# of web-based planning and zoning inquiries anticipated	175	247	275	350	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Information Section
% responded to within 5 business days	100%	100%	100%	100%		
# of annual requests for Zoning Verification Letters	1,221	1,307	1,300	1,350		
% responded to within 5 business days	100%	100%	100%	100%		
Related Strategies: <ul style="list-style-type: none">Supports outcome but strategy not specified						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)● NU4-3: Consistent interpretation and application of enforcement practices	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
	80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90		
Program/Initiatives and Association Highlights: Zoning Code Re-Write <ul style="list-style-type: none">● Analyze existing regulations, add appropriate new regulations, incorporate all goals of the project (i.e. user friendly, use of graphics, etc.) and update appropriate agencies and industry representatives; Educate general public and staff; and Implement	Departmental Performance Indicators					
						Asst. Director for Zoning, Zoning Consultant, Zoning Land Use Development Division Chief, Zoning Permitting Division Chief, Section Supervisors
	% of Zoning Code Re-Write document completed	NA	60%	100%	100%	
	% of document reviewed by County Attorney's Office	NA	NA	100%	100%	
	Board of County Commission adoption	NA	NA	100%	100%	
	% of applicable staff trained on new code	NA	NA	100%	100%	
Implementation Date of Code implemented	NA	85%	100%	100%		
Related Strategies: <ul style="list-style-type: none">● Increased availability of affordable and special needs housing priority (priority outcome)● Develop and maintain educated code compliance staff● Supports outcome but strategy not specified						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Outcome(s):

- NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)
- NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3: Improved community design (priority outcome)
- NU2-2: Improved community access to information and services (priority outcome)
- NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)

Key Performance Indicators

Description	Actual FY 03	Actual FY 04	Targets		Ownership
			FY 05	FY 06	
80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	

Program/Initiatives and Association Highlights:

Public Hearing applications /Administrative applications

- Encourage pre-filing appointments; provide timely technical review of public hearing applications and administrative applications
- Timely issuance of preliminary advertisement or deficiency letters and final advertisements to staff and applicants; Timely posting of accurate review comments and dispositions pertaining to applications on computer tracking systems in clear and concise language; Meet with applicants, design professionals, attorneys and consultants to resolve zoning-related problems; and Attendance at zoning public hearings

Departmental Performance Indicators

% of initial processing of Administrative Modification/ Elimination of Conditions within first 40 days	80%	100%	100%	100%	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Hearing Section
% of initial processing of Public Hearing applications within first 40 days	80%	100%	100%	100%	
% of initial processing of Substantial Compliance applications within first 40 days.	80%	100%	100%	100%	
% of initial processing of Administrative Adjustments within first 30 days	100%	100%	100%	100%	
% of initial review of Administrative Site Plan Review applications within first 15 days* (* Code Mandated)	100%	100%	100%	100%	
% of initial processing of Administrative Site Plan Review/DKUC District within first 21 days* (* Code Mandated)	100%	100%	100%	100%	

Related Strategies:

- Supports outcome but strategy not specified

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU6: Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP)						
Outcome(s): <ul style="list-style-type: none">● NU6-1: Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)● NU6-2: Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors. Protection of water quality and improved water pressure● NU6-4: Integrated traffic calming in neighborhoods● NU6-5: Safe, comfortable and convenient pedestrian rights-of-way● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	NA	
Supports a number of other key performance indicators	NA	NA	NA	NA	NA	
Program/Initiatives and Association Highlights: Impact Fee assesment and collection <ul style="list-style-type: none">● Provide timely and accurate impact fee assessments ● Provide timely collection of impact fees	Departmental Performance Indicators					
	Annual number of assessments anticipated	35,000	36,750	36,750	36,750	Asst. Director for Zoning, Zoning Permitting Division Chief, Manager, Impact Fees
	Turnaround of Impact Fee assessment and collection of impact fees for all additions to residences	24 hours	24 hours	24 hours	24 hours	
Related Strategies: <ul style="list-style-type: none">● Supports outcome but strategy not specified						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods	90	90	90	90		
Program/Initiatives and Association Highlights:	Departmental Performance Indicators					
Road Petitions, DERM Permits, Housing Sites <ul style="list-style-type: none">● Provides general planning and zoning information to both internal and external customers; Processes written zoning verification requests or inquiries (via over-the-counter or web-based) timely, efficiently and accurately; Research of official zoning records and recorded covenants, efficiently and accurately, to determine correct responses to zoning verification requests or inquiries; and Prepares written responses to zoning verification requests or inquiries● Processes applications to determine compliance with CDMF and zoning regulations and prepares written reports containing Director's recommendation for Road Closing Petitions, Affordable Housing sites, and DERM permits such as Class I and Class IV types	# of Road Closing Petitions from Public Works anticipated	75	81	92	95	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Information Section
% of recommendations completed within 30 days	100%	100%	100%	100%		
# of DERM permits (Class I, Class IV, etc.) anticipated	58	62	75	95		
% reviewed and completed within 30 days	100%	100%	100%	100%		
# of Affordable Housing sites from Miami-Dade County Housing Agency anticipated	430	518	550	500		
% reviewed for compliance with Zoning Code within 30 days	100%	100%	100%	100%		
Related Strategies: <ul style="list-style-type: none">● Supports outcome but strategy not specified						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Outcome(s):

- NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)
- NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3: Improved community design (priority outcome)
- NU2-2: Improved community access to information and services (priority outcome)
- NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)

Key Performance Indicators

Description	Actual FY 03	Actual FY 04	Targets		Ownership
			FY 05	FY 06	
80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	

Program/Initiatives and Association Highlights:

DIC Applications

- Evaluation of public hearing applications including hearing advertisement (list of zoning requests), development plans, and proffered covenant; Determination of applicable zoning hearing standards; Field inspection of properties; Zoning recommendation review meeting with key staff members and Director
- Timely preparation of zoning hearing evaluation reports containing Director's final recommendation; Timely transmittal of evaluation reports to Zoning Agenda Coordinator Section for printing, and to applicants or applicant representatives; and Attendance at all zoning public hearings, and meetings of the DIC and Shoreline Development Review Committee

Departmental Performance Indicators

# of Shoreline Development Review applications evaluation reports anticipated	26	26	28	26	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Evaluation Section
% of Shoreline Development Review evaluation reports completed within 30 days (30-day period begins after receipt of all comments from other reporting departments or agencies)	100%	100%	100%	100%	
# of Public Educational Facility application evaluation reports anticipated	1	2	4	3	
% of Public Educational Facility evaluation reports completed within 30 days (30-day period begins after receipt of all comments from other reporting departments or agencies)	100%	100%	100%	100%	
# of Charter School application evaluation reports anticipated	3	2	4	3	
% of Charter School application evaluation reports completed within 30 days (30-day period begins after receipt of all comments from other reporting departments or agencies)	100%	100%	100%	100%	
# of DIC large scale application evaluation reports anticipated	20	10	15	15	
% of DIC large-scale application evaluation reports completed within 30 days (30-day period begins after receipt of all comments from other reporting departments or agencies)	100%	100%	100%	100%	

Related Strategies:

- Supports outcome but strategy not specified

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Outcome(s):

- NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)
- NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3: Improved community design (priority outcome)
- NU2-2: Improved community access to information and services (priority outcome)
- NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)

Key Performance Indicators

Description	Actual FY 03	Actual FY 04	Targets		Ownership
			FY 05	FY 06	
80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	Assistant Director for Zoning
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	

Program/Initiatives and Association Highlights:

Zoning Hearing Applications

- Evaluation of public hearing applications including hearing advertisement (list of zoning requests), development plans, and proffered covenant; Determination of applicable zoning hearing standards; Field inspection of properties; Zoning recommendation review meeting with key staff members and Director
- Timely preparation of zoning hearing evaluation reports containing Director's final recommendation; Timely transmittal of evaluation reports to Zoning Agenda Coordinator Section for printing, and to applicants or applicant representatives; and Attendance at all zoning public hearings, and meetings of the DIC and Shoreline Development Review Committee

Departmental Performance Indicators

# of Zoning Public Hearing evaluation reports anticipated	653	607	652	652	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Evaluation Section
% of Zoning Public hearing evaluation reports completed no sooner than 30 days prior to hearing date (Code mandated)	100%	100%	100%	100%	

Related Strategies:

- Supports outcome but strategy not specified

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services						
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
	90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	
Program/Initiatives and Association Highlights: Administrative Modification and Adjustments <ul style="list-style-type: none">● Evaluation of public hearing applications including hearing advertisement (list of zoning requests), development plans, and proffered covenant; Determination of applicable zoning hearing standards;Field inspection of properties; Zoning recommendation review meeting with key staff members and Director● Timely preparation of zoning hearing evaluation reports containing Director's final recommendation;Timely transmittal of evaluation reports to Zoning Agenda Coordinator Section for printing, and to applicants or applicant representatives; and Attendance at all zoning public hearings, and meetings of the DIC and Shoreline Development Review Committee.	Departmental Performance Indicators					
	# of Administrative Modification / Elimination of Condition evaluation reports anticipated	8	14	15	15	Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Evaluation Section
	# of Administrative Adjustments evaluation reports anticipated	122	127	127	127	
	% of Administrative Adjustment evaluation reports completed within 30 days (30-day period begins after receipt of all comments form other reporting departments or agencies)	100%	100%	100%	100%	
	% of Administrative Modification/ Elimination of Condition evaluation reports completed within 30 days (30-day period begins after receipt of all comments from other reporting departments or agencies)	100%	100%	100%	100%	
Related Strategies: <ul style="list-style-type: none">● Supports outcome but strategy not specified						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Outcome(s):

- NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)
- NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)
- NU1-3: Improved community design (priority outcome)
- NU2-2: Improved community access to information and services (priority outcome)
- NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)

Key Performance Indicators

Description	Actual FY 03	Actual FY 04	Targets		Ownership
			FY 05	FY 06	
80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90	

Program/Initiatives and Association Highlights:

Zoning Hearing Legal Notices

- Preparation and mailing of final zoning hearing mailers to property owners prior to hearing in accordance with the Zoning Code
- Preparation and publication of public hearing layman's advertisements in the seven areas of the Neighbors zones, in accordance with the Zoning Code
- Preparation and mailing of public hearing legal advertisings in accordance with the Zoning Code
- Posting of zoning hearing signs in accordance with the Zoning Code
- Provide timely preparation and delivery of zoning hearing kits

Departmental Performance Indicators

					Asst. Director for Zoning, Zoning Land Use Development Division Chief, Supervisor, Zoning Agenda Coordinator's Section, Assistant Director for Administration and Operations, Manager, Graphics and Drafting
# of mailers final notices to neighbors	468,299	205,362	336,830	336,830	
% of mailers final notices no later than 30 days (Code Mandated)prior to hearing	100%	100%	100%	100%	
# of layman's advertisements anticipated	470	564	517	517	
% of layman's advertisements published 25-30 days (Code Mandated) prior to hearing date	100%	100%	100%	100%	
# of final legal advertisements anticipated	410	230	320	320	
% of final legal advertisements published 20-30 days (Code Mandated) prior to hearing date	100%	100%	100%	100%	
# of sign postings anticipated	410	230	320	320	
% of sign postings completed within 20 days (Code Mandated)prior to hearing date	100%	100%	100%	100%	

Related Strategies:

- Supports outcome but strategy not specified

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU1: Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services							
Outcome(s): <ul style="list-style-type: none">● NU1-1: Increased urban infill development and decreased urban sprawl (priority outcome)● NU1-2: Protection of viable agriculture and environmentally-sensitive lands (priority outcome)● NU1-3: Improved community design (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators						
	Description	Actual FY 03	Actual FY 04	Targets		Ownership	
				FY 05	FY 06		
		80% of residents satisfied with urban planning and design in their neighborhoods	80	80	80	80	NA
90% of residents satisfied with urban planning and design in their neighborhoods with planned improvements in urban design	90	90	90	90			
Program/Initiatives and Association Highlights: Zoning Improvement Permits <ul style="list-style-type: none">● Provide timely technical review of building permit plans for compliance with Zoning and Landscape Codes; and Research of official zoning records and recorded covenants, accurately and efficiently, to determine compliance of permit plans with public hearing approved plans and zoning regulations● Posting of accurate review comments and dispositions on computer tracking systems in clear and concise language; and Meet with applicants or applicant representatives, design professionals, attorney's, or consultants to resolve zoning-related problems with building submittals and development plans	Departmental Performance Indicators						
	A-Team Plan Review (permits for small items such as pools, fences, sheds, small additions, hurricane shutters, etc.)	1 day	1 day	1 day	1 day	Asst. Director for Zoning, Zoning Permitting Division Chief, Supervisor, Zoning Plans Processing Section	
		Percentage Completed within Timeframe					
		98%	98%	98%	98%		
		Initial Review of Zoning Improvement Permits (those items no longer requiring permits under the Florida Building Code such as residential chain link fences, farm buildings, etc.)					
1 day	1 day	1 day	1 day				
Percentage Completed within Timeframe							
98%	98%	98%	98%				
Related Strategies: <ul style="list-style-type: none">● Supports outcome but strategy not specified							

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities						
Outcome(s): <ul style="list-style-type: none">● NU2-1: Strengthened bond between the community and Miami-Dade County government (priority outcome)● NU2-2: Improved community access to information and services (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with urban planning and design in their neighborhoods	80%	80%	80%	80%	NA
	A quality rating of at least 4 out of 5 for employee customer service	80	80	80	80	
Program/Initiatives and Association Highlights:						
General Educational Outreach <ul style="list-style-type: none">● Conduct required training/outreach program	Departmental Performance Indicators					
	Provide educational outreach seminars or presentations to county staff, committees, industry, civic groups	2	2	2	2	Senior Staff, Manager, Personnel
	Support mentoring through brown bag lunch as developed by committee.	0	2	2	2	
	In-house refresher training-ongoing (performance evaluation supervisors and customer Service front line staff)	0	2	2	2	
	Outstanding Employee of the Quarter Program	4	4	4	4	
Related Strategies: <ul style="list-style-type: none">● Support outcome but strategy not specified.						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities						
Outcome(s): <ul style="list-style-type: none">NU2-2: Improved community access to information and services (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with information delivery systems	80	80	80	80	NA
Program/Initiatives and Association Highlights: GIS Zoning Resolution Layer <ul style="list-style-type: none">Integrate historical information on zoning resolutions	Departmental Performance Indicators					
	Review analysis for bid	2%	98%	0	0	Assistant Director Administration and Operations
	Bid scope of work (Requires ETSD)	NA	10%	90%	0	
	Evaluate migration development currently done by ETSD	NA	NA	NA	100%	
	Review elements pertaining to migration and new requirements with accepted scope of work that has changed due to ETSD's GIS migrations	NA	NA	80%	20%	
	Review ETSD's proposal to do layer application with costs – Decide if new contract is required	NA	NA	NA	100%	
	Begin application	NA	NA	NA	50%	
	Implement application (Phase 1 current (day forward)/ Phase 2 historical)	NA	NA	NA	10%	
	Related Strategies:					
<ul style="list-style-type: none">Provide more information through the answer center and county web portal site						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal ES5: Attract, develop and retain an effective, diverse and dedicated team of employees						
Outcome(s): <ul style="list-style-type: none">● ES5-1: Expeditiously provide Departments with qualified personnel● ES5-2: Retention of excellent employees● ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
	Number of working days for end-to-end recruitment	NA	NA	NA	NA	NA
	Number of working days for reclassification	NA	NA	NA	NA	NA
	% of applicants satisfied with recruitment process	NA	NA	NA	NA	NA
	% of employees rating Miami-Dade County as a good place to work	NA	NA	NA	NA	NA
	% of employees who believe that training received in the last 4 months will help improve job performance	NA	NA	NA	NA	NA
Program/Initiatives and Association Highlights: Provide Human Resources Support to Departmental staff and Information Services <ul style="list-style-type: none">● Personnel Services	Departmental Performance Indicators					
	Coordinate the Department's Annual Strategic Retreat	100%	100%	100%	100%	Assistant Director Administration and Operations, Personnel Manager
	Enhance communication among staff by responding to media inquiries and providing information using the internet and intranet.	100%	100%	100%	100%	
	Coordinate the hiring process for the department ensuring recruitments and all facets related to human resources are accomplished	100%	100%	100%	100%	
Related Strategies: <ul style="list-style-type: none">● Develop and implement standardized customer service training across all County Departments● Develop and refine efficient standarized recruitment procedures● Develop and refine employee assessment tools that motivate employees and recognize and reward excellent job performance● Offer employees greater access to information and input in decisions regarding benefits, training, and career opportunities (Compensation Benefits Packages abd Career Paths)● Develop leadership training programs● Develop internship/mentoring programs						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal ES8: Ensure the financial viability of the County through sound financial management practices						
Outcome(s): <ul style="list-style-type: none">ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)ES8-1: Sound asset management and financial investment strategiesES8-3: Compliance with financial laws and generally accepted accounting principles, etc.	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
		% of employees who believe that training received in the last 4 months will help improve job performance	NA	NA	NA	NA
	Debt coverage ratios	NA	NA	NA	NA	
Increase compliance with local tax collection by 10% over 5 years	10%	10%	10%	10%		
Program/Initiatives and Association Highlights: Finance & Accounting <ul style="list-style-type: none">Provide accurate financial information for sound decision makingCompliance with financial laws and generally accepted accounting principlesTimely development and coordination of the Resource Allocation Plan aligned to the Business Plan	Departmental Performance Indicators					
	Increase percentage of invoices paid within 30 days from receipt	0	95%	98%	98%	Assistant Director Administration and Operations, Finance and Procurement Manager
Related Strategies: <ul style="list-style-type: none">Process accounts payable payments within the timeline of the Prompt Payment OrdinanceReview internal controls to ensure accountability in the revenue collection process and inventoriesMonitor reserve levels to meet the operational needs of the departmentMaximize the use of available resources which translates into savings to customersEnhance the department cash flow by promptly depositing and recording revenue collectedEnsure expenditures are maintained within approved budget ordinancesMonthly review financial statements for the purpose of monitoring appropriations, asset control and budgetary planning						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal ES3: Ensure the timely acquisition of "best value" goods and services while maintaining integrity and inclusion						
Outcome(s): <ul style="list-style-type: none"> ES1-4: Satisfied customers ES3-1: Streamlined and responsive procurement process 	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
	Satisfaction ratings from service delivery departments	100%	100%	100%	10%	NA
	85% percent of internal users satisfied with overall service by FY 2005-2006	NA	NA	NA	85%	
Program/Initiatives and Association Highlights: Procurement Services <ul style="list-style-type: none"> Conduct procurement services in support of department operations Ensure timely and proper acquisition of goods and services 	Departmental Performance Indicators					
	Timeline to issue purchase orders from receipt date for existing contracts (Weeks)	NA	2 - 4	2 - 4	2 - 3	Assistant Director Administration and Operations, Finance and Procurement Manager
	Contracts reviewed before the deadline established by DPM (Percentage)	NA	100%	100%	100%	
	Participation in trainings/workshops conducted by DPM (Percentage)	NA	100%	100%	100%	
	Departmental purchase requests processed within required timeframe	NA	N/A	85%	90%	
Related Strategies: <ul style="list-style-type: none"> Develop and review internal procedures in order to streamline the procurement process Improve communications with DPM related to procurement issues and changes in legislature Maximize advance acquisition planning Strive to obtain best value for goods and services required by the department Ensure fair and open competition Build and strengthen competencies among procurement professionals and management 						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal ES2: Enhance community access to reliable information regarding services and County government issues						
Outcome(s): <ul style="list-style-type: none">● ES1-4: Satisfied customers● ES2-1: Easily accessible information regarding County services and programs	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
		% of customers familiar with County sources of information (MDTV County Citizen, County website, answer center)	NA	NA	NA	NA
	% of community satisfied with information availability	NA	NA	NA	NA	
Resident and visitor satisfaction ratings with County services	NA	NA	NA	NA		
Program/Initiatives and Association Highlights: Ensure the zoning actions are up-to-date on the official zoning maps <ul style="list-style-type: none">● Graphics/Drafting Services	Departmental Performance Indicators					
	Ensuring results are timely posted on zoning maps within 30 days of receipt of resolution	60%	80%	90%	95%	Assistant Director for Administration and Operations, Graphics/Drafting Manager
	Maintaining zoning district GIS layer	60%	80%	90%	95%	
	Provides plotted legal descriptions for zoning hearing use applications within 3 weeks	60%	80%	90%	95%	
	Providing graphical material within specified deadline	60%	95%	100%	100%	
	Updating zoning maps within 30 days of obtaining recorded legal documents	60%	80%	90%	95%	
	Related Strategies:					
● Develop a Countywide communications plan to utilize County owned and controlled resources to inform the community about County services, programs and events, issues and general information						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal ES2: Enhance community access to reliable information regarding services and County government issues

Outcome(s):

- ES1-2 Conveniently accessed and easy-to-use services

Key Performance Indicators

Description	Actual FY 03	Actual FY 04	Targets		Ownership
			FY 05	FY 06	
Provide more information through the answer center and county web portal site	NA	NA	NA	NA	NA
No net loss of agricultural or environmentally sensitive lands	NA	NA	NA	NA	
% of customers familiar with County sources of information (MDTV County Citizen, County website, answer center)	NA	NA	NA	NA	
80% of residents satisfied with information delivery systems	NA	NA	NA	NA	

Program/Initiatives and Association Highlights:

Convert P & Z records into electronic format

- Have records scanned to allow sharing of documents online

Departmental Performance Indicators

Identify Planning and Zoning documents to be shared/viewed	0	100%	NA	0	Assistant Director Administration and Operations, Assistant Director for Zoning, Assistant Director for Planning, Computer Services Manager
Begin scanning those documents (ASPRS, AV, Letters of Intent, etc.)	0	10%	50%	40%	
Zoning Hearing Records (Phase 1 Records)	869,438	492,970	0	0	
Zoning Hearing Records (Phase 2 Records 1938-1974)	NA	30%	100%	0	

Related Strategies:

- Develop a Countywide communications plan to utilize County owned and controlled resources to inform the community about County services, programs and events, issues, and general information
- Provide a multi-channel access point for all government services through the phone and the internet

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities						
Outcome(s): <ul style="list-style-type: none">NU2-2: Improved community access to information and services (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with urban planning and design in their neighborhoods	80%	80%	80%	80%	NA
Program/Initiatives and Association Highlights: Web enable Accessibility of records <ul style="list-style-type: none">Provide access to Planning and Zoning records to the public	Departmental Performance Indicators					
	Feasibility Study	0%	100%	0	0	Assistant Director Administration and Operations, Computer Manager
	Create application with proper security restrictions to allow access/online payment to the public of department records	0%	50%	50%	0	
	Access records to follow process for Zoning Hearings	0%	50%	50%	0	
	Meet with Finance Department and ETSD to review implementation of payments online	0%	1%	99%	0	
	Provide records to public with e-payment – Zoning Hearings	0%	10%	50%	40%	
	Payments on-line	0%	10%	50%	40%	
	Related Strategies: <ul style="list-style-type: none">Provide more information through the answer center and county web portal site; enhance the Department of Planning and Zoning websiteUtilize the County’s digital branding project to encourage the use of all county electronic channels					

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal ES2: Enhance community access to reliable information regarding services and County government issues						
Outcome(s): <ul style="list-style-type: none">● ES1-4: Satisfied customers● ES2-1: Easily accessible information regarding County services and programs	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	% of customers aware of services provided by Miami-Dade County government	NA	NA	NA	NA	NA
	Resident and visitor satisfaction ratings with County services	NA	NA	NA	NA	NA
Program/Initiatives and Association Highlights: Provide cohesive technological maintenance, control, and support <ul style="list-style-type: none">● Computer Services	Departmental Performance Indicators					
	Access and security for staff and general public	70%	75%	80%	95%	Assistant Director Administration and Operations, Computer Services Manager
	Computer equipment (servers, workstations, printers, scanners, plotters etc.)	70%	75%	80%	95%	
	Software usage and training	70%	75%	80%	95%	
	Databases and programmed applications (Oracle, Mainframe, ASP, Java, etc.)	70%	75%	80%	95%	
	Web Sites	70%	75%	80%	95%	
	Digital documents	70%	75%	80%	95%	
	Geographical Information Systems (GIS) support	70%	75%	80%	95%	
Related Strategies:						
● Develop a Countywide communications plan to utilize County owned and controlled resources to inform the community about County services, programs and events, issues and general information						

Departmental Business Plan and Outlook
 Department Name: Planning and Zoning
 Fiscal Years: 2004/2005 – 2005/2006

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities						
Outcome(s): <ul style="list-style-type: none">NU2-2: Improved community access to information and services (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	80% of residents satisfied with information delivery systems	80	80	80	80	NA
Program/Initiatives and Association Highlights: Inspector's Vehicle Route Tracking System <ul style="list-style-type: none">Provide accountability and updates on inspections	Departmental Performance Indicators					
	Conduct a feasibility Study	0	100%	NA	NA	Assistant Director Administration and Operations, Assistant Director for Zoning, Computer Manager
	Decide to implement	NA	100%	NA	NA	
	Procurement bid process under development with Procurement Management, Building Department and Planning and Zoning Department.	NA	NA	100%	NA	
	Implementing Inspector's Routing Tracking System similar to Building Department	NA	NA	60%	40%	
Related Strategies: <ul style="list-style-type: none">Provide more information through the answer center and county web portal siteUtilize the County's digital branding project to encourage the use of all county electronic channels						

Departmental Business Plan and Outlook
Department Name: Planning and Zoning
Fiscal Years: 2004/2005 – 2005/2006

Goal NU2: Empower the community by increasing communication and coordination with local, state, and federal entities						
Outcome(s): <ul style="list-style-type: none">● NU1-3: Improved community design (priority outcome)● NU2-1: Strengthened bond between the community and Miami-Dade County government (priority outcome)● NU2-3: Well-trained, customer-friendly County government workforce (priority outcome)	Key Performance Indicators					
	Description	Actual FY 03	Actual FY 04	Targets		Ownership
				FY 05	FY 06	
	New infill development and infill redevelopment projects per year	NA	NA	NA	NA	NA
	No net loss of agricultural or environmentally sensitive lands	NA	NA	NA	NA	NA
	80% of residents satisfied with available mechanisms for community involvement	NA	NA	NA	NA	NA
	80% of residents satisfied with urban planning and design in their neighborhoods	NA	NA	NA	NA	NA
Program/Initiatives and Association Highlights:						
Legal Review of Counsel <ul style="list-style-type: none">● Draft, review and negotiate covenants to be proffered at zoning hearings and CDMP hearings and other documents to ensure legal sufficiency and to effectuate County policies and goals● Attend zoning meetings of Community Councils and Board of County Commissioners, prepare and distribute resolutions and development orders, act as assistant clerk at Community Zoning Appeal Board meetings● Review, analyze, prepare recommendations and orders, and staff Developmental Impact Committee for applications for allegation of abrogation of Vested Rights, for modification of reaffirmation of Vested Rights, Takings claims, extension of capacity reservation and appeals of impact fees and plat committee decisions, and adjustments to the landscape ordinance. Process proposed ordinances through DIC to determine consistency with the CDMP● Permitting process for all lakes, landfills and rock mining activities, review plans, coordinate review by other Departments, issue certificate of use, yearly renewals, preparation and recordation of required bonds, review of as-builds and final release of bond	Departmental Performance Indicators					
	Covenants Documents Reviewed	588	610	610	610	Legal Advisor
	Resolutions/ Development Orders No. of resolutions	310	292	285	285	
	Complete Resolution no more than 14 days after hearing	100%	100%	100%	100%	
	% reviewed within 48 hours of receipt	90%	90%	90%	90%	
Related Strategies:						
<ul style="list-style-type: none">● Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas● Promote infill inside the urban development boundary, including promotion and cooperation with municipalities● Ensure that infrastructure improvements are implemented in compliance with these locally-developed plans● Regulate land use to minimize loss of wetlands and other environmentally important lands						

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